

Force Development 101

June 2004

Col Tim Ray

**Chief, BSC Utilization & Education
Branch**

**HQ Air Force Personnel Center
Randolph AFB Texas**



U.S. AIR FORCE



Overview

Integrity - Service - Excellence



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Overview

- **AFMS Update**
- **Force Development**
- **Assignments**
- **Force Shaping**
- **Boards, Records & Promotions**
- **Professional Military Education**
- **OPD & Mentorship**
- **Headquarters AFPC AFMS Staff**



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AFMS Update

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State of the AFMS



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What We Believe...

AF/SG Top Five

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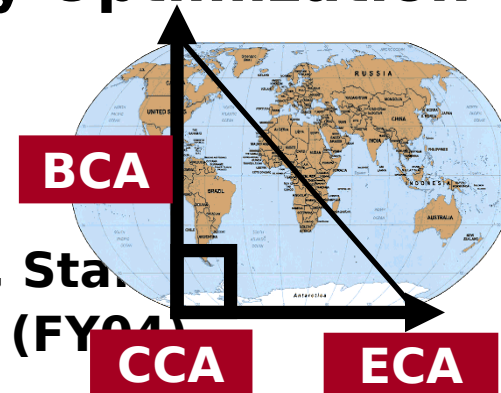


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We Believe...

“All Health Care Is Local”

- **The Inverted Pyramid**
- **Mechanism**
 - **Primary Care and Specialty Optimization**
 - **Population-Focus**
 - **Long View Resourcing Strategy**
 - **Optimum Req'ts, Mil Funding, Sta.**
 - **Funded: PCO (Summer), SCO (FY04)**
- **T-NEX**
 - **MDG/CC as “king”**
 - **Revised Financing**
 - **Accrual Accounting**



ECA = Expeditionary Capability Analysis
CCA = Currency Case Analysis
BCA = Business Case Analysis

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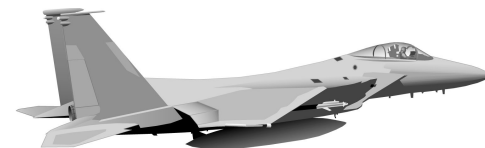


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We Believe...

“Aerospace Medicine Is The Cornerstone of the AFMS”

- **Founding of the AFMS in 1949, not 1947**
- **Most visible to your leadership**
 - **Often “under-valued”**
 - **Make or break programs**
- **Think about:**
 - **CBRNE response**
 - **Performance Enhancement...**
 - **50-hour mission**
 - **The “New” Aeromedical**



Evacuation *Integrity - Service - Excellence*



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We Believe...

Retention is the “Oxygen” of the AFMS

- **Retention: the key to near term shortages**
 - **Recruit and retain...or Recruit and detain?**
- **“Recruit and develop” are important, but are long term goals**
- **Education and training are under-valued in our MDGs....how do we fix it?**

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We Believe...

***“The AEF Is the Lens Through Which
the AF Leadership Views Everything”***

- Moving from an *Anaerobic* to an *Aerobic* Air Force
 - Focus on the airman and their family!
- Creation of Task Forces
 - Presented through the AEF structure!

A Cultural and Transformational Change

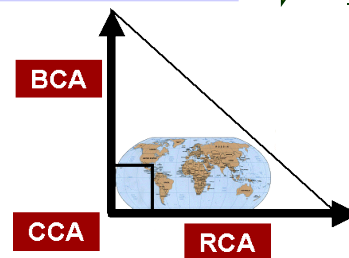
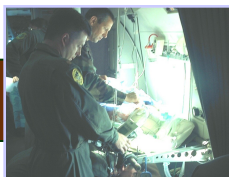
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We Believe...

“We Were Transforming Before Transformation Was Cool!”

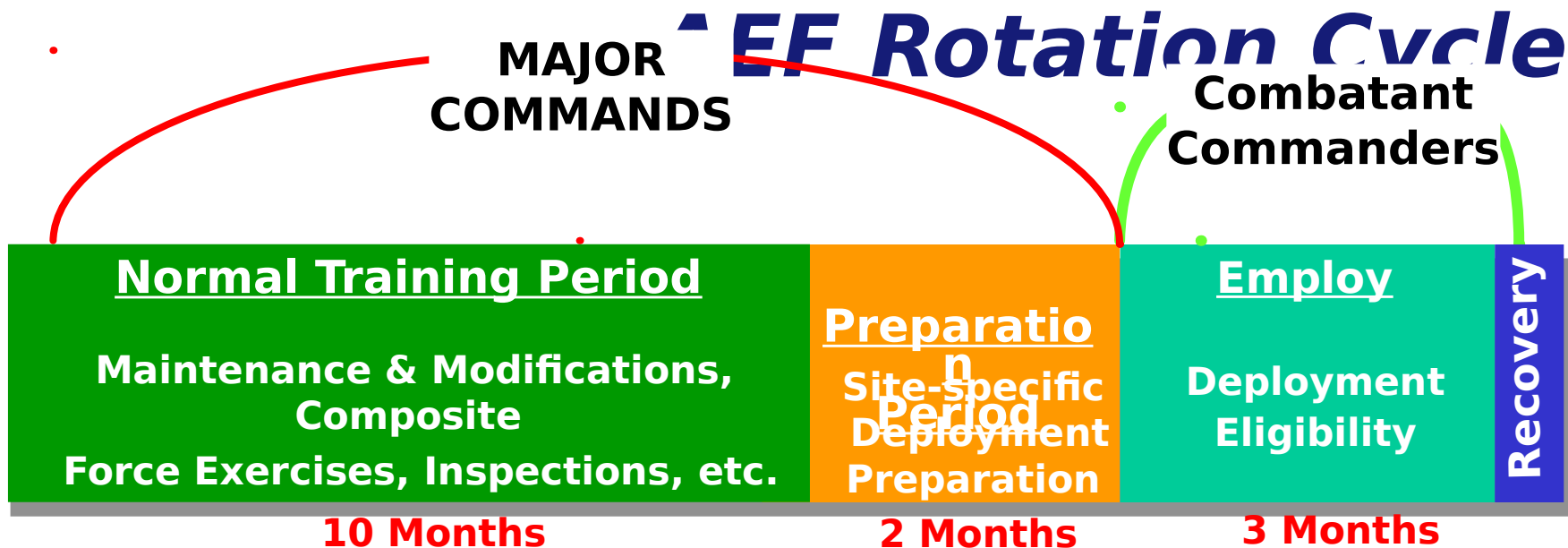


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Ability to Focus on Preparation



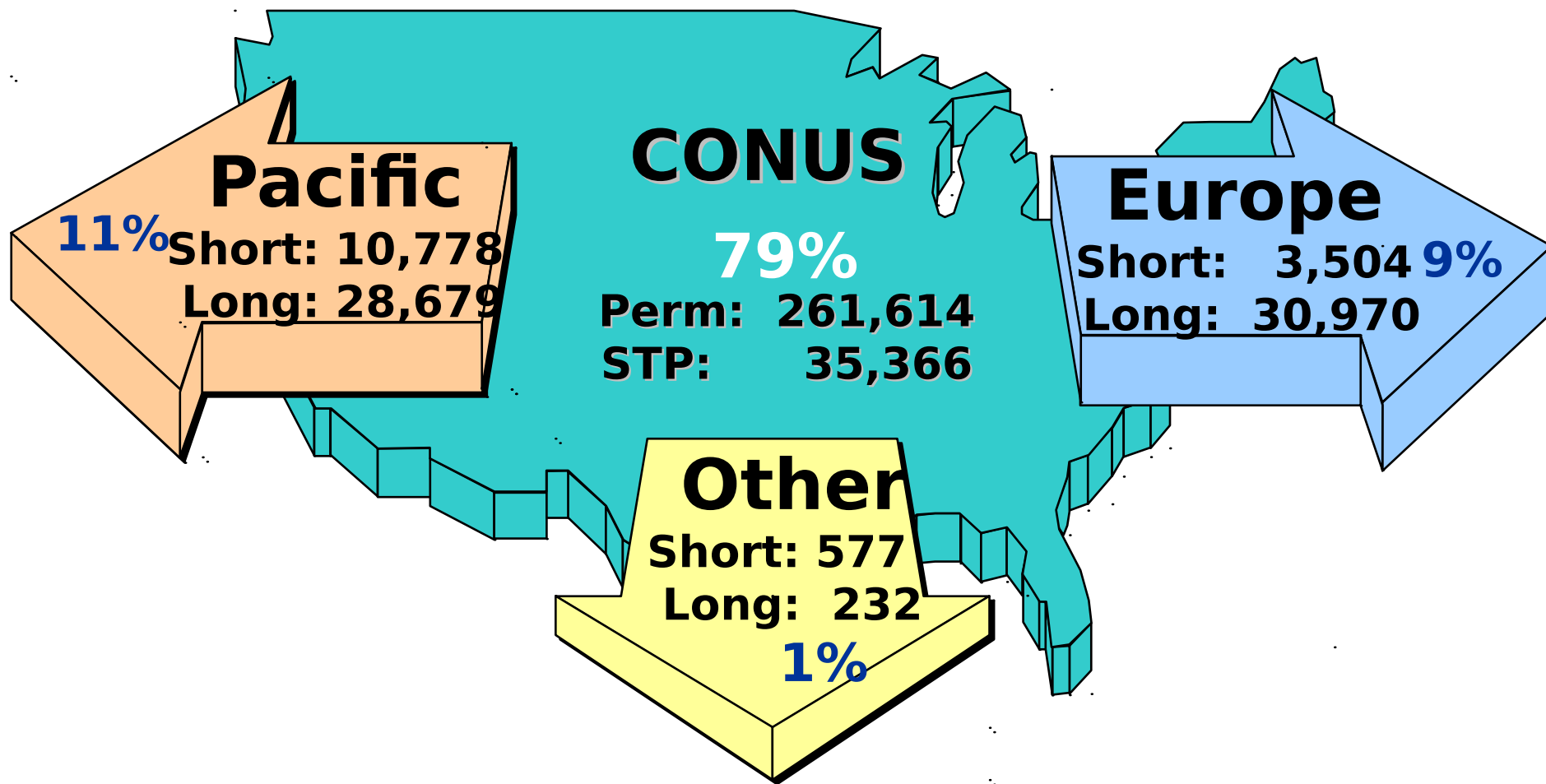
Trained To Task For The Warfighter

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“Worldwide Commitments”

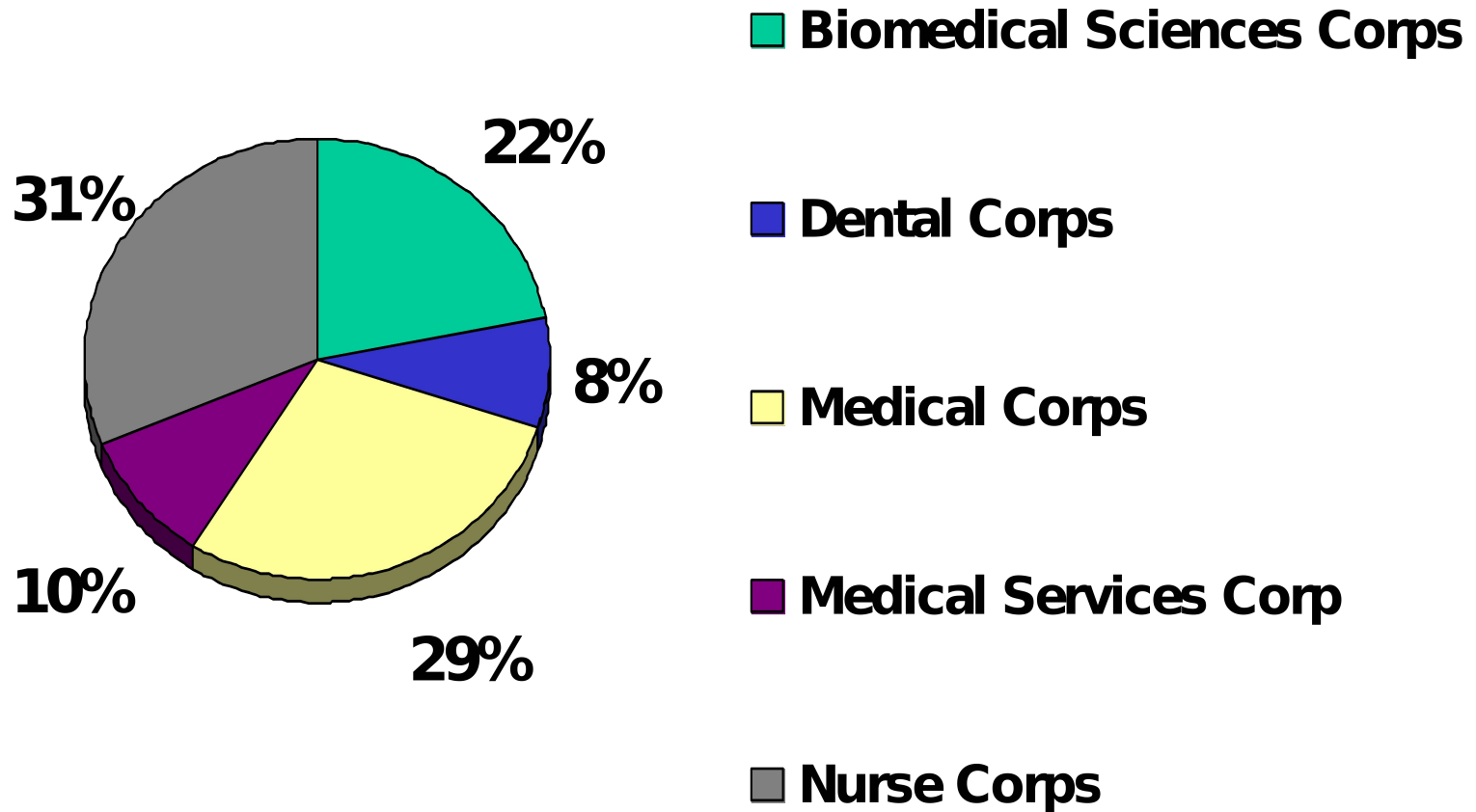


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AFMS Organization



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AFMS Corps Grade Pyramids (Lt through Col)

■ LAF



■ BSC



■ DC



■ MC



■ MSC



■ NC



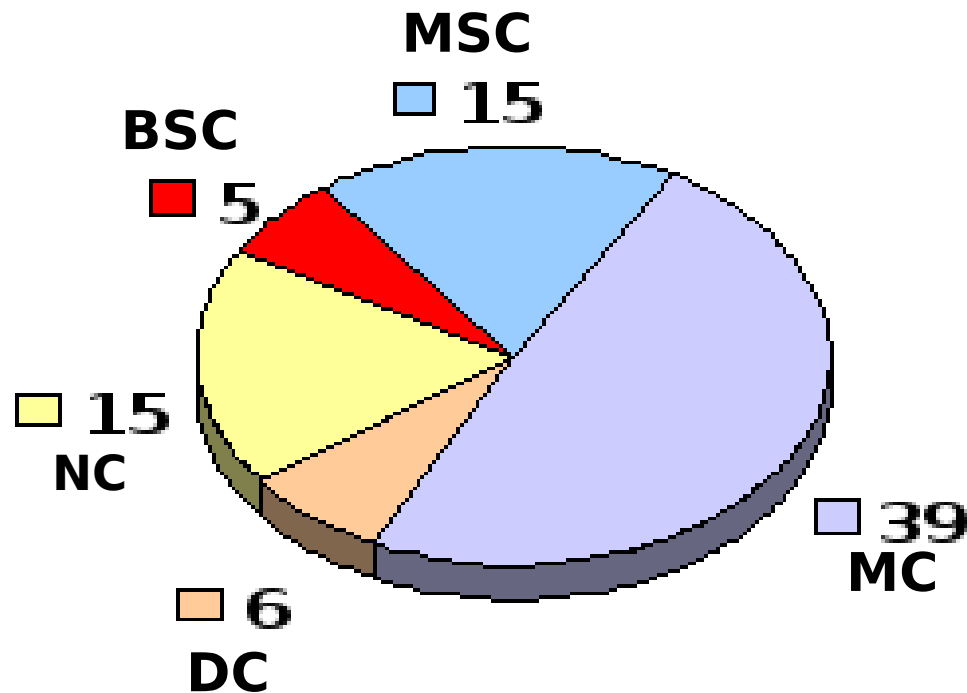
As of 1 Jan 04

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Group Commanders By Corps



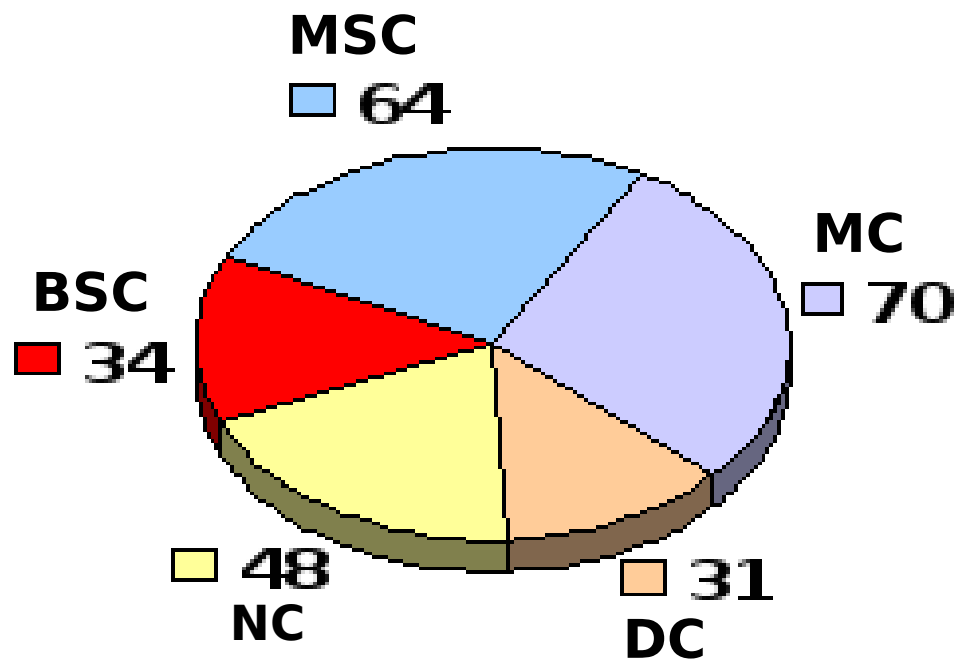
Current as of Aug 03

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Squadron Commanders By Corps



Current as of Aug 03

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Does the AFMS Have a Future in the Air Force??

- **Yes definitely, but...**
- **SECDEF Directed Services to Meet End-Strength**
 - **AF is Over End-Strength ~13K to 24K Billets**
 - **AFMS is Over End-Strength ~50 Billets**
- **BRAC Planning Ongoing - Report Due in 2005**
- **Force Shaping Under Construction**
 - **Exploring Options with AF/DP and AFPC**
 - **Over-Staffed Career Fields Get First Look**
- **AF/SG AFSC Review - Exhaustive Review of Corps' Structures**
 - **UTCs**
 - **Military-Unique Requirements**
 - **Sustainable Career Paths**
 - **Sustainable Promotion Opportunity**
 - **Opportunity to Civilianize and Contract**

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The AFMS Future?

- **We Know**
 - **The AFMS Will Be Smaller**
 - **UTCs and Military-Unique Requirements are Important**
 - **We Don't Know**
 - **If Specific Career Fields Will Go Away**
 - **If/When Changes Will Occur**
 - **We Must**
 - **Develop the Force to Meet AF Mission Requirements**
- Right People, Right Place, Right Time, Right Training**

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A photograph of a paved path in a forest. The path is covered with patches of snow and ice, indicating a winter or early spring setting. The path is flanked by tall, thin trees, likely pines, with sunlight filtering through the canopy. The text "Force Development" is overlaid in the lower center of the image.

Force Development



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Force Development

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Force Development

Why Do We Need It In The AF ?

■ Today

- “Deep” perspective
- Chance “development”
- Focus on Functional skills
- Less focus on Enduring competencies
- Career stovepipes

■ Tomorrow

- “Wider” perspective
- Systemic, deliberate development
- Develop necessary Functional skills and Enduring competencies
- Interchangeable senior leaders
- Better team builders

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Force Development

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Doctrine

- **Development** - the series of experiences and challenges, combined with education and training opportunities that produces AF leadership
 - **Tactical level Development** - gaining knowledge and experience in primary skill, combined with educational and leadership training experiences (logical job-related skill development, leadership training, and appropriate educational opportunities)
 - **Operational level Development** - continued widening of experience and increased responsibility within a related family of skills
 - **Strategic level Development** - challenges to gain breadth of experience and leadership perspective (logical pairings of skills, educational opportunities and training focused on the institutional AF, joint, inter-government, business and international views)

I n t e g r i t y - S e r v i c e - E x c e l l e n c e



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Force Development

The Construct



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Force Development Execution

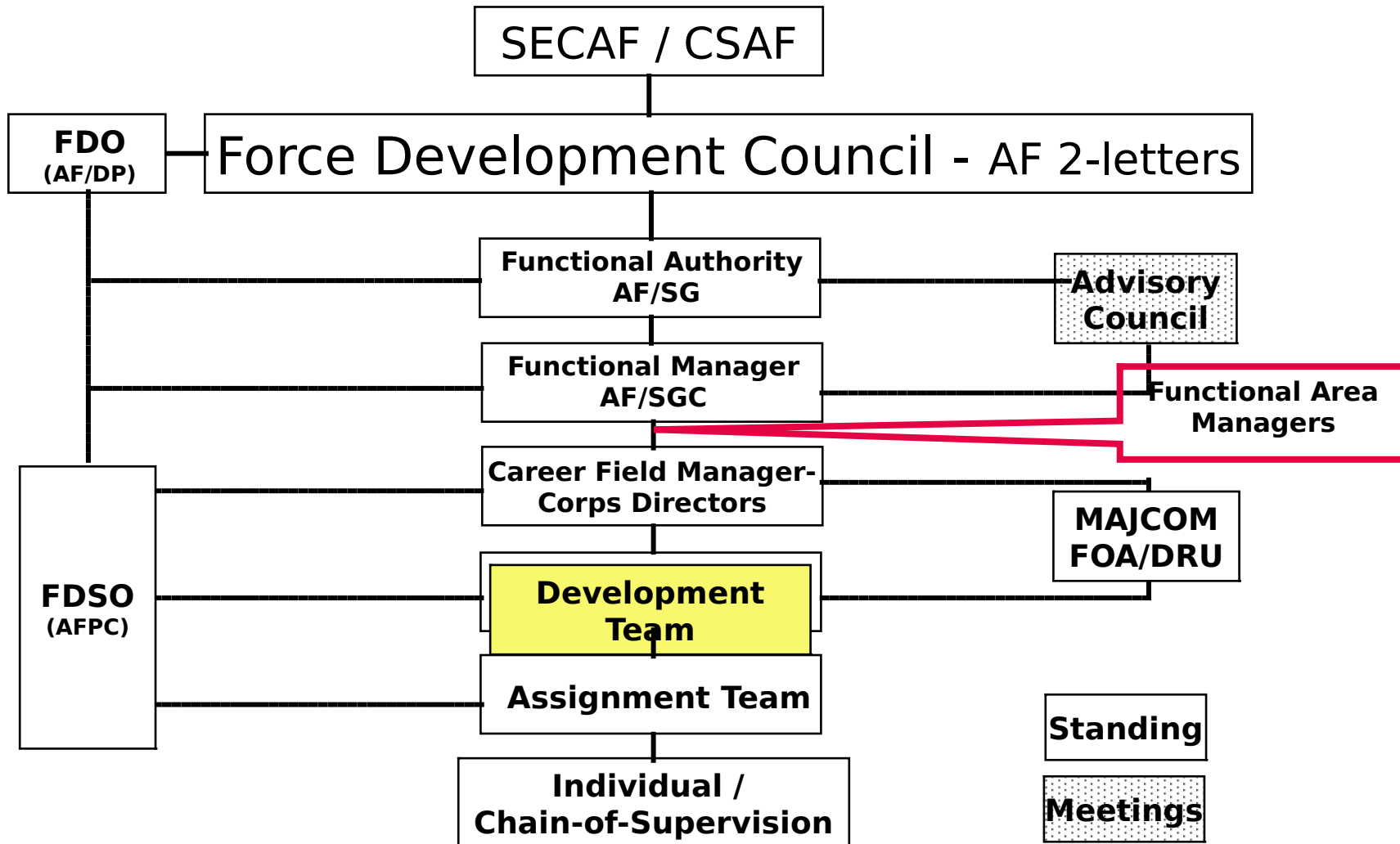
- **Two Key “Trigger Pullers” to implement deliberate force development**
 - **AFPC**
 - **Change our assignment/utilization system to deliberately develop the force, build future capability, and support the AEF**
 - **AETC (AU, AFIT, etc.)**
 - **Capitalize on formal education as an existing opportunity that is a recognized key part of force development**

I n t e g r i t y - S e r v i c e - E x c e l l e n c e



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Force Development Management Structure



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Force Development

Operationalizing Development

- **AFPC is balancing AF development needs against personal desires in an execution plan**
- **Key Elements include:**
 - **Individualized plan - collaborative effort**
 - **Development team - meets at least semi-annually**
 - **Feedback to close the loop with officer and commander**
- **Result: Synchronized, tailored deliberate development with a purpose to meet AF needs**

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Force Development Assignments

- **Current process remains ...however, it will incorporate more deliberate planning**
- **Builds upon Air Force Assignment System (AFAS)**
- **Designed to meet Air Force needs, while better accommodating individual's goals and objectives**
- **Incorporates the Development Team process**
- **Builds upon the Preference Worksheet process towards a robust Officer Development Plan (ODP)**

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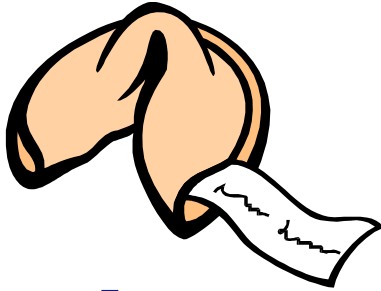
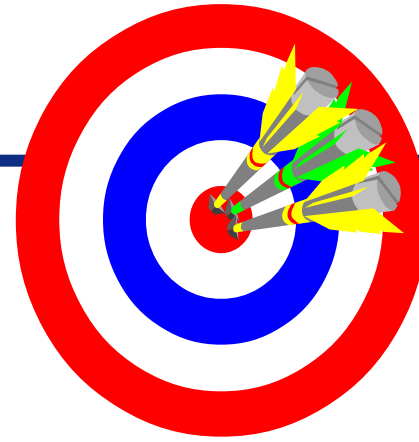


Assignments

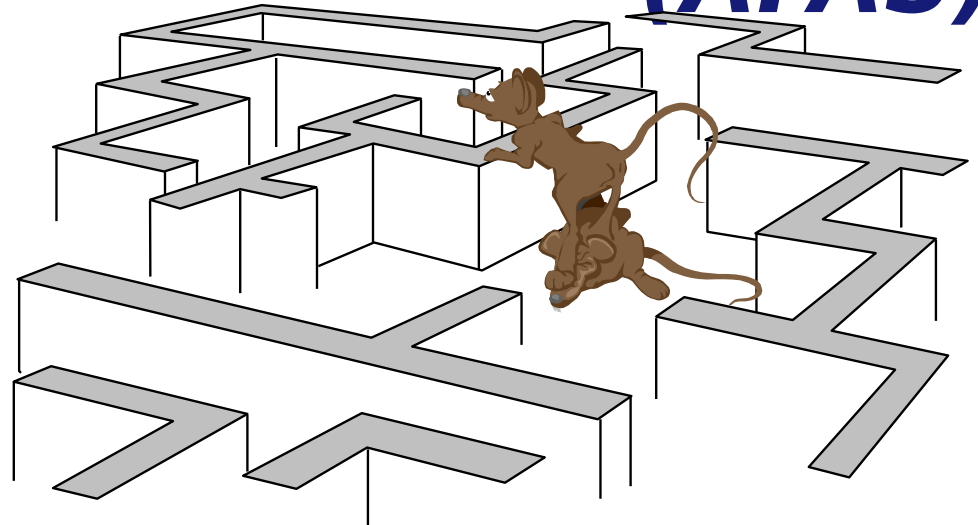
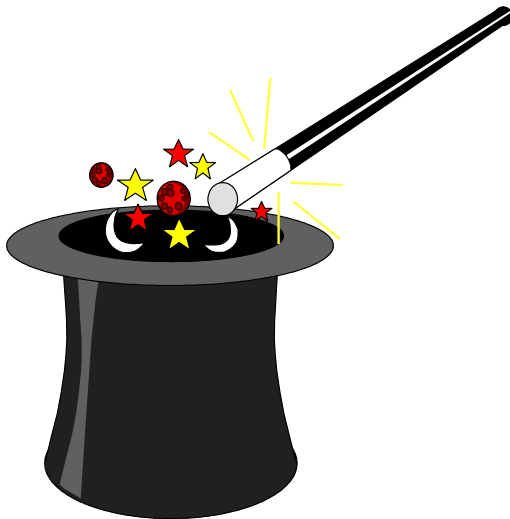
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Air Force Assignment System (AFAS)

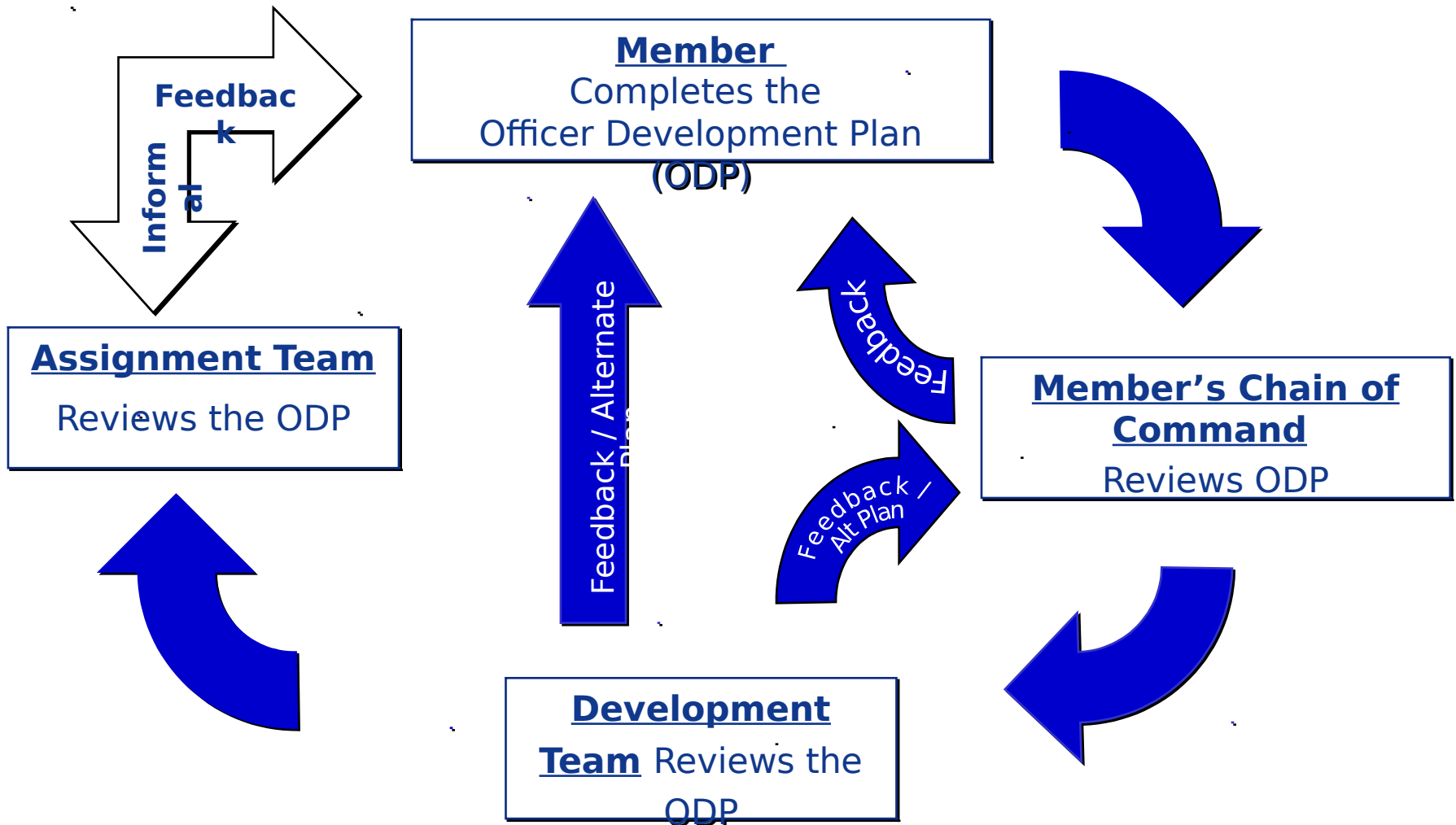


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ODP Process

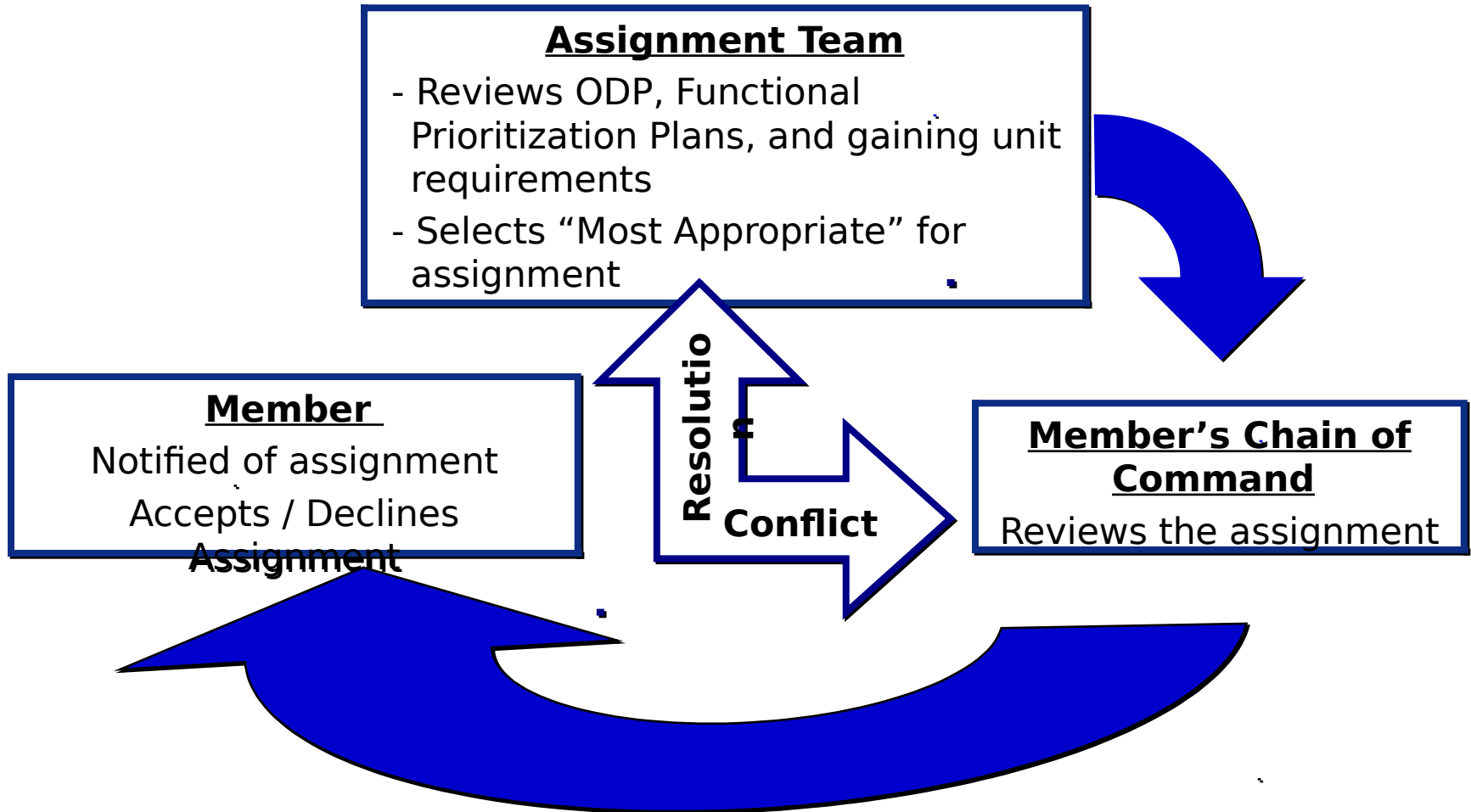


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Developmental Assignment Process



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Assignment Thoughts

- **The ODP is a developmental game plan rather than just a specific job preference**
 - **Development Teams determine **vectors****
 - **Focus on individual and career field development**
 - **Involved in special selection processes**
 - **Assignment Teams (ATs) make assignments**
 - **Focus on individual and mission needs**
 - **Resolve conflicts between DT vectors, the officer/ chain of command inputs, and mission needs**
-

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Assignment Cycle Timelines

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Cycle	VML	PRD (Vacancies)	T-ODP due	Matches Made	RNTLD
Summer	Nov 2003	Dec 2003	Jan 2004	Jan-Mar 2004	Jun-Sep 2004
Fall	Apr 2004	Apr 2004	May 2004	May - Jul 2004	Oct 04 to Jan 05
Spring	Aug 2004	Aug 2004	Sep 2004	Sep - Oct 2004	Feb-May 2005

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Authorizations/ Requirements Display

- **Planning tools available thru AMS Web**
(www.afpc.af.mil/afas/afas-main.htm)
- **Authorizations - displays all current funded positions**
 - **AFSC / Location / Grade / Level**
- **Requirements - displays potential assignment vacancies for a specific assignment cycle**
 - **Updated by AOs/OAT**
 - **Exceptions: “Boarded” Assignments (PME, CC), Short Notice Requirements, Internal Fills**



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“T-ODP”

- **Communicative Tool**
- **Formalizes Commander Involvement**
 - **Officer Preferences / CC Recommendation**
 - **Promotes Realistic Planning / Expectations**
 - **Creates Assignment Preference Database**
 - **Narrative Section**
 - **Development Team Reviews**
- **Transmitted Electronically**
- **Mandatory For Every Officer Below O-6**
 - **Assignment matching WILL start with or without a T-ODP - it's your chance to voice your preferences**

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Transitional Officer Development Plan

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- **Communicative Tool**
- **Formalizes Commander Involvement**
 - **Officer Preferences / CC Recommendation**
 - **Promotes Realistic Planning / Expectations**
 - **Creates Assignment Preference Database**
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Transitional Officer Development Plan (T-ODP)
formerly Officer Assignment Preference Worksheet (PW)

NOTE!

CLICK HERE BEFORE CONTINUING...
YOUR FUTURE DEVELOPMENT DEPENDS ON IT!

AUTHORITY: 10 USC 8013

PURPOSE: This form is used to provide Air Force officers and their commanders an avenue to state assignment preferences and developmental recommendations and communicate them to their Officer Assignment Teams (OAT) and Development Teams. Assignment related questions should be directed to the appropriate OAT.

ROUTINE USES: None.

DISCLOSURE: Voluntary, but failure to disclose the information requested will forfeit your voice in your development and assignment selection process.

I. Identification Data

Member Identification Information		
Note: If eMail address or phone number is blank or incorrect, fill in correct information and click Update		
Name: RAY PAUL T	Rank: Col	SSAN:
eMail:	Phone:	Fax:
T-ODP Reviewer Identification Information		
Note: If reviewer's name is blank or incorrect, fill in reviewer's correct Name or Social Security Number (SSN) and click Update . Also, reviewer can update reviewer's eMail address when logged on to AMS.		
Name: MILLER, CHRISTOPHER	Rank: BG (SEL)	SSN or Name: (Last First)
eMail: paul.carlton@pentagon.af.mil	Enter your reviewer's Name or Social Security Number only if the reviewer's name listed above is blank or incorrect. Correct e-mail information is required to ensure your personal information goes to the right recipient.	

Update to save changes or **Next** to save changes and go to next section.

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This worksheet is mandatory. It impacts your overall development and next assignment.

To better communicate with your assignment and development teams, indicate below your overall intent for assignment

I will accept an assignment consistent with ODP

I do not wish reassignment at this time (Explain in Officer Comments of T-ODP)

I have a separation/retirement application or DOS in system

Undecided

I will stay in AF if allowed to remain in-place (Explain in Officer Comments of T-ODP)

I will stay in AF if matched to a choice on my T-ODP (Explain in Officer Comments of T-ODP)

Special Selection Opportunities / Developmental Education Opportunities

[I would like to be considered for a Special Selection Opportunity \(SSO\) / Developmental Education Opportunity](#)

Command Preference

My command/leadership duty preference is:

[click here for explanation of choices](#)

Instructor Duty

[We must all recognize the importance and value of instructor duty - CSAF](#)

If selected for instructor duty, my preference is:

[click here for explanation of choices](#)

This does not lock you into an assignment or commitment at this time

Update to save changes. **Next** or **Back** to save changes and go to appropriate section.

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You are being actively considered for assignment.

- Absence of assignment preferences and commander/supervisor recommendation does not exempt you from assignment selection
- If you do not want an assignment, you forfeit your right to have a voice in your development and assignment selection process

Appears only when officer is listed on VML

This worksheet is mandatory. It impacts your overall development and next assignment.

To better serve you, indicate below your intent for assignment

- ☐ I will accept an assignment consistent with OPD
- ☐ I do not wish reassignment at this time (Explain in Officer Comments of T-ODP)
- ☐ I have a separation/retirement application or DOS in system

Undecided

- ☐ I will stay in AF if allowed to remain in-place (Explain in Officer Comments of T-ODP)
- ☐ I will stay in AF if matched to choice on my T-ODP (Explain in Officer Comments of T-ODP)

Transitional ODP allows you to let your assignment team know you are competing for

Special Selection Opportunity.

Intent to Command / Special Selection Opportunities / Educational Opportunities

I am a volunteer for command if eligible: ☐ Yes ☐ No

☐ I would like to be considered for a Special Selection Opportunity (SSO) / Developmental Education Opportunity
(If selected you will incur an ADSC)

☐ I desire Instructor duty

We must all recognize the importance and value of instructor duty - CSAF

This does not lock you into an assignment or commitment at this time

Update to save changes. **Next** or **Back** to save changes and go to appropriate section.

Update

<- Back

Next ->

Officer's Comments

Next Assignment Specific:

characters left:1225

Next Assignment Specific Comments - 1280 characters max

Developmental Objectives:

characters left:595

Developmental Objectives - 640 characters max

Reviewer's Comments

Primary Assignment Recommendation: characters left:192

Alternate Assignment Recommendation (if primary is not available): characters left:192

Additional Developmental Recommendations/Assessment: characters left:568

Additional Developmental Recommendations/Assessment - 640
characters max

Developmental Recommendation s added here. Includes link to help

Save to save changes. **Back** to save changes and go to previous section. **Forward** to save and send to DT.

Save (Does Not Forward)

[<- Back](#) [Return to Officer](#) [Forward for DT Review](#)

No change here.

3 lines max

3 lines max

10 lines max

T-ODP Reviewer Comments

Link takes officer to "help verbiage" which thoroughly explains that a DT vector represents a snapshot in time and one way to develop an officer but not the only way.

If DT concurs with member/commander objectives, DT feedback will indicate "on target" with comments as required to amplify.

Additional Developmental Recommendation/Assessment:

Additional Developmental Recommendation/Assessment - 640 characters max

Forwarded to T-ODP Reviewer: 2003-08-21 10:25:11

Forwarded to AFPC: 2003-08-21 10:43:16

Development Team Feedback **On Target**

Development Team Assessment:

Development Team Comments - 640 characters max

YOU MAY NOT BE ASSIGNED IN PRECISE ACCORDANCE WITH THE DT VECTOR.

[Click here for more information](#)

Reviewed by Development Team: 2003-10-20 13:42:03

Development Team Feedback - Alternate ODP Determined

Alternate Duty Preferences

	AFSC/Duty Title	Level	MAJC
1	33S Flight Commander	SQ	
2			

Development Team Assessment:

Development Team Comments - 640 characters max

If DT DOES NOT concur with member's objectives, an "alternate ODP" box will show alternate jobs with comments appended.

YOU MAY NOT BE ASSIGNED IN PRECISE ACCORDANCE WITH THE DT VECTOR.

[Click here for more information](#)

Reviewed by Development Team: 2003-10-20 13

T-ODP Reviewer Comments

Primary Assignment Recommendation:

Primary Assignment Recommendations - 192 characters max

Alternate Assignment Recommendation (if primary is not available):

Alternate Assignment Recommendation - 192 characters max

Indicates DT has not
reviewed Transitional
ODP

Additional Developmental Recommendations/Assessment:

Additional Developmental Recommendations/Assessment - 640 characters max

Forwarded to T-ODP Reviewer: 2003-08-06 09:58:13

Forwarded to AFPC: 2003-08-06 10:12:14



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T-ODP Do's

- **List background and experience**
- **List your “dream” assignment**
- **List realistic choices and be flexible!**
- **Focus on career progression (types of jobs, how they fit into your career plan) not specific jobs**
- **Explain unique situations: family, timing, school, etc**
- **Let your T-ODP “do the talking”**
- **Follow up with your commander**

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T-ODP Don'ts

- **DON'T give only one preference or repeat the same preferences for duty title and location**
 - **If it doesn't work out, we're making a blind guess**
- **DON'T "apply" for a specific requirement**
 - **Even if you know about the job, such comments don't help us make "best match" determination; you can, however, note organizations of interest**
- **DON'T leave the comments section blank**
- **DON'T submit the T-ODP late - you may miss out on first round of matching!**

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Career Broadening Assignments

- **49X - AFMS positions not restricted to a particular Corps**
 - **<http://afpc.randolph.af.mil/medical>**
 - **(Multi-Corps Opportunities)**
 - **Air Staff, Health Promotions, Recruiting, Information Management, etc**

Remember, medical officers only fill medical career broadening positions



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Assignments in General

- **AFPC looks for people with appropriate qualifications to fill MDG requirements**
- **AFPC has minimum of 6 mos to fill new billets**
- **Movement of Staff “In House” - If two or more years time on station, be sure to discuss with appropriate utilization branch**
- **Officers assigned to MDG based on valid unfilled position numbers (UMD), authorized AFSC’s, and available manpower**

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Assignment Eligibility Criteria

- **Eligibility for Overseas Tour:**
 - - **2 years Time On Station**
 - - **End of Controlled Tour**
 - - **Validated Surplus**

- **Eligibility for CONUS Move:**
 - - **3 years Time On Station**
 - - **End of Controlled Tour**
 - - **Validated Surplus**



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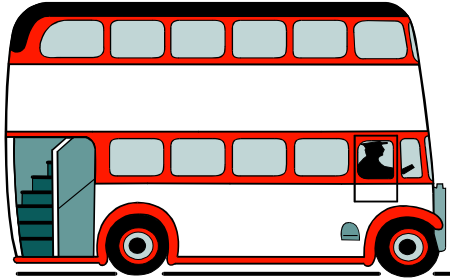
Rules for Join Spouse Moves

- **CONUS: If separated - 1 yr TOS needed to join spouse**
- **CONUS: If together - one must move for operational reason, other can apply for join spouse assignment**
- **OCONUS: If move separately, each must complete full accompanied tour length**
- **No guarantees: AF needs are primary consideration AO for couples attempt to match timing, base, etc.**
- **Must be **registered** at local Military Personnel Flight as a join spouse**



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Air Force Assignment System



- **COT, IPCOT and DEROS Extensions: Case-by-case basis with MAJCOM endorsement**



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Oh, by the way...

- **Assignment possibilities are “DISCUSSED” with the Consultant or Specialty Advisor for your AFSC**
- **Don’t expect to homestead anywhere (CONUS or Overseas)**
- **It is your responsibility to ensure your ODSD/STRD is correct**

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Assignment Selection

You do NOT have an assignment until you receive a call from your assignment officer and a RIP from the MPF



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Force Shaping

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Boards, Records, & Promotions

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Whole Person Concept

FACTOR:

- **Performance**
- **Professional Qualities**
- **Leadership**
- **Job Responsibility**
- **Depth & Breadth**
- **Specific Achievement**
- **Education**

EVALUATE:

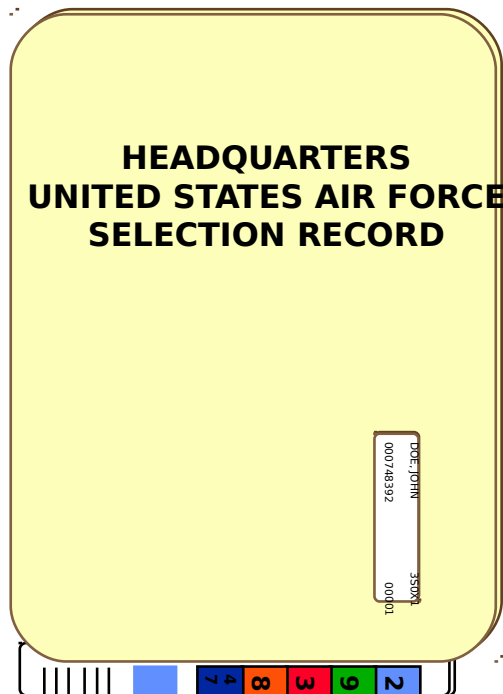
- **PRFs/OPRs/OERs/TRs**
- **Expertise Within Specialty**
- **Command/Staff**
- **Scope/Exposure**
- **Where/What/When?**
- **Awards/Decorations/OPRs**
- **Level/Utilization**

“POTENTIAL”



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Selection Record



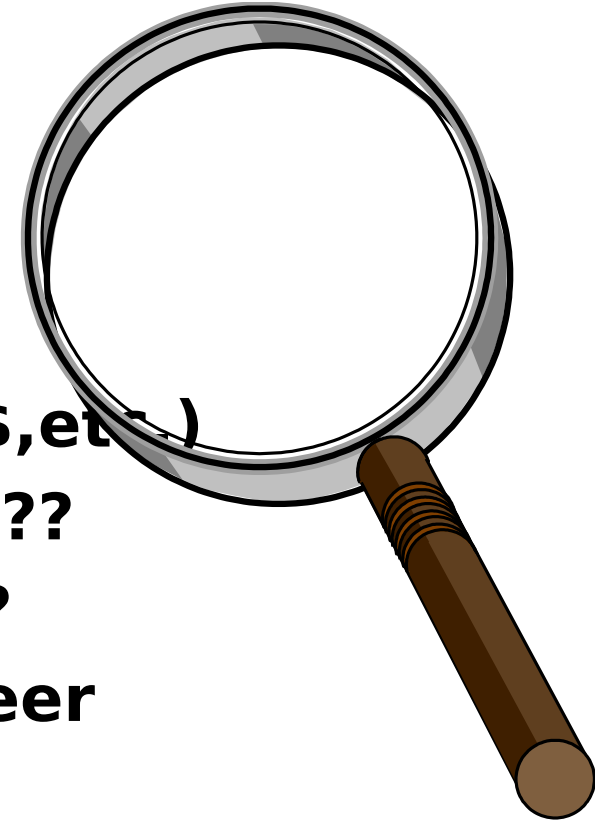
- **Promotion Recommendation Form**
- **Record of Performance**
 - Training Reports
 - OPRs
- **Court Martial / Article 15 / LOR**
- **Citation for Approved Decorations**
- **Selection Brief**
- **Letter to Board**



Board Preparation

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- **Personnel Record up-to-date ??**
- **Appropriate PME ??**
- **Selection Brief Correct ??**
- **OPRS:**
 - **Objective statements ??? (%,\$,etc.)**
 - **Specific Assignment Potential ??**
 - **Reflect Career Development ??**
 - **AFPAM 36-2110, Officer Career Development Guide**
- **Further information available at AFPC website:**



<http://www.afpc.randolph.af.mil/offprom/>

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Records Review

HQ AFPC/DPPBRI

Attention: Review by mail

550 C Street West, Suite 5

Randolph AFB, Texas 78150-4707

Requests by fax: DSN 665-2421

Include:

Name

SS#

Mailing address

Signature

**Need to specify whether requesting current record
or how it was when it met a specific promotion board
(As Met)**

<http://www.afpc.randolph.af.mil/offprom/recrequest.htm>

I n t e g r i t y - S e r v i c e - E x c e l l e n c e



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Officer Selection Video

- **Air Force Selection Board Secretariat has produced an educational video regarding the promotion process**
- **[http://www.afpc.randolph.af.mil/sbs/Instruction/
Page/InstructionalVideo.asp](http://www.afpc.randolph.af.mil/sbs/Instruction/Page/InstructionalVideo.asp)**



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CY03 PROMOTION OPPORTUNITIES (IPZ)

<u>CORPS</u>	<u>MAJ OR</u>	<u>LT COL</u>	<u>COL</u>
MC	100%	100%	70%
DC	100%	100%	70%
MSC	95%	80%	55%
BSC	90%	60%	50%
NC	80%	60%	40%
LINE	95%	75%	55%

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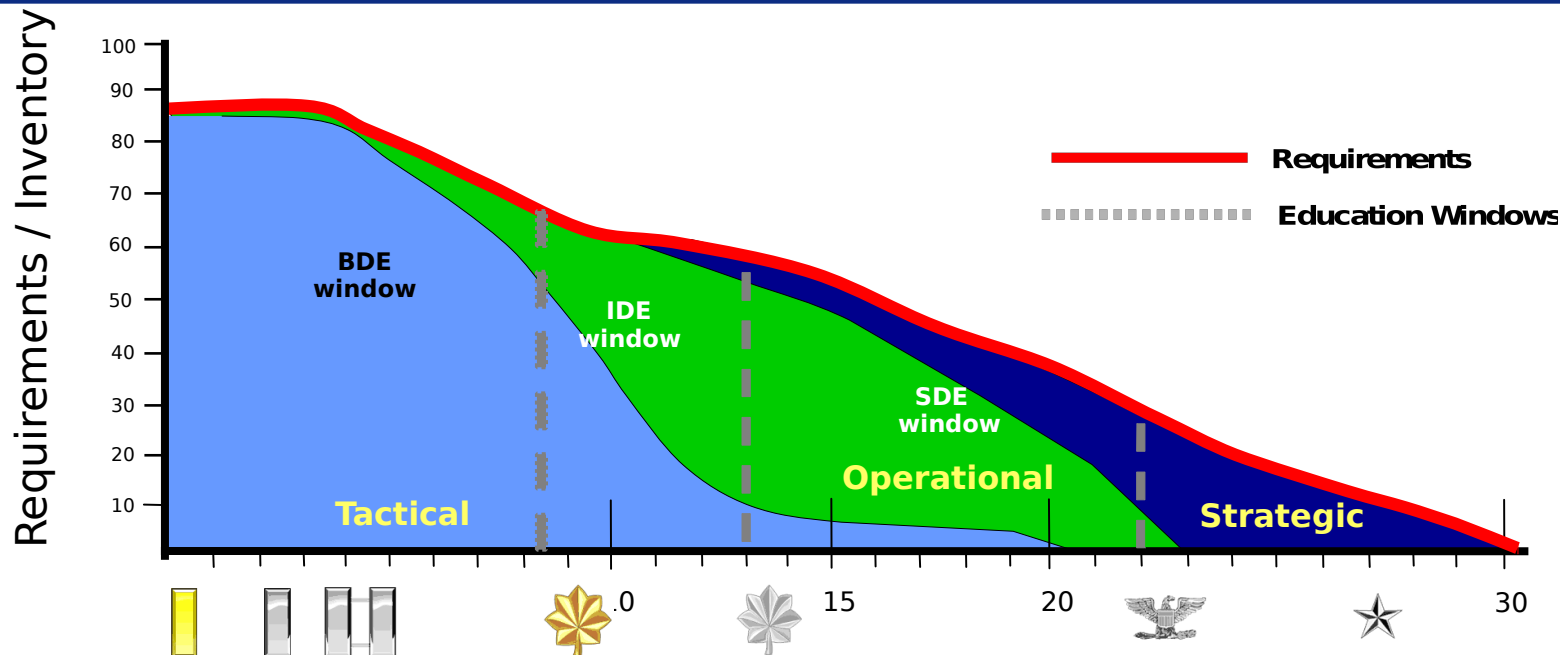
Professional Military Education

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Developmental Education

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BDE Tactical):

Developmental Education

Example:

ASBC

SOS

AFIP

AFIT

IDE (Operational):

Developmental Education

DE Boarded events/Example:

ACSC

CGSC

JMIC

NPS

AF-Sponsored AAD programs

SDE (Strategic):

Developmental Education

near or at the senior officer ranks

DE Boarded events/Examples:

AWC

NWC

ICAF

Fellowships

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Three Levels of Developmental Education

- **Basic Developmental Education (BDE)**

- Received at tactical level of development
- Examples: ASBC, SOS, AAD, Residency Training

- **Intermediate Developmental Education (IDE)**

- Received at operational level of development
- Examples: ACSC, IES, AAD, EWI

- **Senior Developmental Education (SDE)**

- Received at strategic level of development
- Examples: NDU, Nat'l Def Fellow, AWC, Fellowship

- **Specific Credit for AAD Currently in Review**

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CE

***PME....Just Do
It!***





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Officer Professional Development & Mentorship

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Whether You Agree or Not...

- **Do Your PME**
- **Get a Master's (if you don't have the equivalent)**
- **Obtain Board Certification, if appropriate**
- **Be Certain to Broaden Your Leadership Experiences**
- **Talk to Your Rater About Your Goals--and OPR Recs**
- **Review Your Records--With A Senior Officer**
- **Assure information in SURF is correct & current**

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Take Care of Yourself

- **Career Wise**
- **Individually**
- **Family**
- **Physically**
- **Spiritually**
- **Financially**



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Are you Fit to Fight?

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The AF is committed to being Fit to Fight

- **New program merges fitness and weight management programs**
- **Commander-driven program/unit-based physical training**
- **Health-based fitness assessment - Composite score**
 - **Aerobic component - 1.5-mile run/sub-maximal alternative (50%)**
 - **Body composition - Abdominal circumference (30%)**
 - **Strength component - Push-ups/crunches (10% / 10%)**
- **Education/Intervention**
 - **Targeted intervention based on fitness level/health risk**
 - **Standardized HAWC fitness/nutrition/behavior modification programs**
- **Tracking and Reporting**
 - **Phase 1: Web-based data entry and basic status reports**
 - **Phases 2/3: Enhance reporting, user roles, system interfaces**
- **Marketing**
 - **Web-based commander toolkit (briefings, e-mail messages, posters)**



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Fitness Composite Scoring

Score	Fitness Level	Actions
90 - 100	Excellent	➤ Retest in 12 months
75 - 89.9	Good	➤ Retest in 12 months
70 - 74.9	Marginal	➤ Retest in 6 months ➤ Lifestyle Education
0 - 69.9	Poor	➤ Retest in 3 months ➤ Monitored PT ➤ Lifestyle Education ➤ Targeted Intervention

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Take Care of Your Career/Record

- Conditional Reserve Status (CRS)
- Academic Degrees
- AFSCs, Primary and Duty
- Duty History
- Duty Titles
- Security Clearance
- OPRs



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Conditional Reserve Status

- **CRS-offered to eligible officers who are qualified and desire to remain on active duty beyond their initial date of separation (DOS)**

Eligible for CRS at 2 years past EAD but *must* have six (6) months retainability or else package will not be considered.

See AFI 36-2610 for details.



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Conditional Reserve Status

- If selected, officer is given an Indefinite DOS
- Does **NOT** mean an officer is guaranteed or committed to 20 year career
- If non-selected, can reapply after six (6) months



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- Security Clearance
- OPRs



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U.S. AIR FORCE

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Top 10 Ways to Avoid Promotion

- 1. Fail to do your current job!!!**
- 2. Receive formal disciplinary action**
- 3. Don't do PME**
- 4. Focus on your career, not on the mission**
- 5. Do just enough to get by**
- 6. Fail to meet AF standards**
- 7. Do not get advanced degree**
- 8. Mentor only yourself**
- 9. Provide no input for OPR/PRF**
- 10. Homestead**

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Headquarters AFPC AFMS Staff

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AFPC Medical Division Chief

COLONEL BOB CRANE

Chief, Medical Service Officer Management Division

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AFPC Medical Branch Chiefs

- **COLONEL RICH RUDA**
 - Chief, Physician Utilization Branch
- **COLONEL MARK NADEAU**
 - Chief, Physician Education Branch
- **COLONEL JOELLEN DEBERG**
 - Chief, Nurse Utilization & Education Branch
- **COLONEL JOE DRANE**
 - Chief, DC Utilization & Education Branch
- **COLONEL BRIAN ACKER**
 - Chief, MSC Utilization & Education Branch
- **COLONEL TIM RAY**
 - Chief, BSC Utilization & Education Branch

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AFPC Medical Branch Chiefs

- **COLONEL JOHN KORLASKE**
 - **Chief, Special Assignments Branch**
- **LT COLONEL DONNA WALLACE**
 - **Chief, Force Management Branch**
- **LT COLONEL LEN TROUT**
 - **Chief, Medical Standards Branch**



My Contact Information

U.S. AIR FORCE

Colonel P. Timothy Ray

- **Chief, BSC Utilization and Education Branch**
- **Assignment Officer for:**
 - **42F - Podiatrists**
 - **42G - PAs**
 - **43B - BSC Staff Officers**
 - **43M - Entomologists**
- **HQ Air Force Personnel Center
Randolph AFB TX**
- **DSN 665-3821, COM 210-565-3821**



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WEB SITE ADDRESSES

U.S. AIR FORCE

- **General Personnel Information**
<http://www.afpc.randolph.af.mil>

- **Air Force Medical Services (AFMS):**
<http://www.airforcemedicine.af.mil/>



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Questions?



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A paved path leads through a dense forest of tall, slender pine trees. The ground is covered with a layer of snow, and the path is flanked by snow-covered grass. The trees are tall and thin, with green needles. The sky is visible through the canopy, showing a clear blue color. The path is made of light-colored paving stones and leads straight into the distance.

**Have a Great
Air Force Day!!**